

**BUILDING
HEALTHY CAMPUS
LAUNCH TEAMS**

THE UNSTUCK GROUP

 **PORTABLE CHURCH**
INDUSTRIES

INTRODUCTION

A healthy approach to multisite and launching new campuses can help you lead more people in your region to Christ. But, the keyword there is healthy.

Churches considering multisite often move forward using the same strategies that led them to where they are now. But that can result in an unhealthy launch. It's important to approach each aspect of the launch with a specific strategy and purpose. Your launch teams are no exception.

The culture of your launch team can set the tone for the culture of your campus. Prepared, equipped and vision-driven teams create a contagious atmosphere of joy and excellence, even if your new campus is in a temporary or portable facility.

In this resource, we offer you a framework—principles, discussion questions, exercises and checklists—for building healthy campus launch teams. Let's get started!



PART 1:

**FOUNDATIONS FOR
HEALTHY CAMPUS
LAUNCH TEAMS**

When you launch a campus, you replicate what you already are.

That's why it's critical that a church has health and momentum before going multisite. New campus launches require deep benches on both staff leadership and in your volunteer base. So, before you start assembling your team, take some time to make sure you have a solid foundation.

The Unstuck Group uses a Multisite Readiness Checkpoints exercise to help churches determine if they are healthy enough to launch a campus. Let's examine four of those checkpoints that set the foundation for your ability to set up campus launch teams to thrive.

How healthy is your church in these four areas?

1. Staff Leadership Capacity & Health

The right leaders are required to replicate your culture, and the health of campuses will be directly impacted by the health of its leaders.

- Do you have leaders of leaders on staff (versus gifted specialists/servant doers)?
- Do you have leaders with the right character, chemistry and competence to fulfill their roles?
- Beyond gifts and abilities, how is staff margin?
- Is there a clear understanding of decision rights?
- Is there accountability for results?

Evidences of Health:

- Launching campus and/or central team is ready to support new campuses.
- Relational strength: High trust; healthy conflict; interpersonal accountability.
- High commitment to church's mission over individual ministry's mission (absence of silos).
- Future Campus Pastor has been identified. (We recommend the campus pastor role has been filled 12 months prior to launch.)

2. Volunteer Strength

New campus launches require deep volunteer benches.

- What is your volunteer participation ratio to overall attendance? How does it compare with other churches? (The average church has 47% of its attendance serving in volunteer roles.)
- How many leaders/equippers are in your leadership pipeline?

Evidences of Health:

- High level of involvement on essential volunteer teams.
- Full and balanced leadership pipeline with people being developed at all levels.

3. Defined Systems & Strategies

You cannot replicate what isn't clearly recorded.

- Have you moved from “oral” tradition to “written” tradition when it comes to how the church systems and processes work? Could you easily communicate expectations to a new campus team in key ministry areas?
- Is there clarity around how campuses will handle their budget, money, and how other central support services (e.g. communications, HR and facilities) will be accessed?

Evidences of health:

- Documented and exportable strategies for each ministry (e.g. “Church in a box”).
- Well-defined systems enable ministry leaders to easily interact with administrative department.

4. A Replicable Weekend Experience

Communicating God's truth in multiple locations requires an intentional approach.

- Is your weekend style (“brand”) definable? Are you clear on what you do—and don't do—when it comes to designing the weekend service?
- Are you clear on how you will handle teaching in a multisite environment?

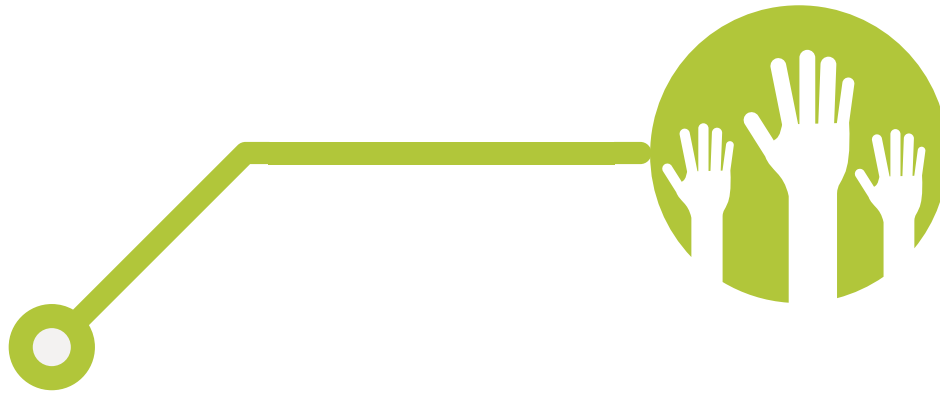
Evidences of health:

- Agreement on what a successful weekend experience looks and feels like.
- A strong creative process is in place that builds in time for advanced planning for all weekend artists (teaching, music, series branding, communications, video, etc.).

EXERCISE

With your leadership team, rate your level of health for each checkpoint on a red, yellow, green scale. Then, discuss your findings:

- Take inventory of anything that was rated “yellow.” Discuss what is right, wrong or confused about that aspect of ministry. Assign a champion to build a plan to bring the yellow checkpoint to a healthy place in a specific amount of time. If there is more than one yellow, we recommend pausing your multisite plans until you can address the issues, which may require intentional focus for a season.
- Take note of anything that was rated “red.” Lean in to a hard conversation. Red in these essential checkpoints could spell disaster for your new campus, with relational, spiritual and emotional implications. If any checkpoint is “red,” we say the plan is “dead.” You should pause until any red is eliminated.



PART 2:

BEST PRACTICES FOR

THRIVING, UNIFIED TEAMS

With a strong foundation, you're ready to begin planning for your campus launch team. In this section, we'll share best practices for recruiting your launch team and equipping it to thrive.

Building the Team

Though there are many different ways to design a multisite model, not all are equally effective. We've found adhering to these principles helps most churches launch strong:

- **Launch Where You Are**

In most cases, when you launch a campus, it's best to launch where you already have a core contingent of attendees—people who are driving 20 minutes or more to be at your sending campus each week.

Without that base, your campus will likely resemble a church plant more than multisite. Even with a strong core team committed to the mission, those people won't be likely to stay as involved over time or invite their friends and neighbors to a campus that's a too far away.

- **Prepare for a Launch of 2x the Size of Your Core Team**

For the strongest launch, we recommend a core team of at least 200 who live in the area where you want to put a campus. If you have that, you can expect to launch at around 400 attendees. Keep those numbers in mind as you plan to build your staff and volunteer structure to meet the needs of the campus.

We also recommend that the original campus has at least 1,000 people in attendance before planning a campus. With a core team of at least 200 being sent out, a church smaller than 1,000 may have a difficult time maintaining momentum at the sending site.

You can take a lot of different strategies to identify this core team: Send a mailer to the people in your church database who live in the area where you're planning to launch, send a targeted email campaign to that same list, hold a series of interest meetings at the church, etc. Ask this core to commit to attend the new campus.

- **Be Strategic with Staff Roles; Empower a Lot of Volunteers**

We recommend churches prioritize filling the roles of Campus Pastor, Family Ministries and Worship Pastor over other paid staff roles at launch. But, the number of roles you should hire also depends on the size of your core team and whether or not you have a healthy staff to attendee ratio at the sending campus. Some staff may also need to be part time at launch.

A general rule of thumb is to hire 1 FTE (Full-Time Equivalent) for every 150 attendees at the campus. That means you'll need many volunteer leaders to fill other critical ministry roles, like first impressions, small group leaders, director of set-up and tear-down if you're a portable location, etc.

- **Aim for 36% of Your Core Team Serving in Volunteer Roles**
With a launch team of 200, you'll need approximately 72 volunteers committed to serving. Review your core team commitments to identify roles where people have already been serving, gaps in key areas, and to build a strategy to cover all needed positions.
- **Aim for 20% of Your Volunteer Team in Leadership Roles**
That means you'll need to identify about 14 leaders in volunteer roles. Review your list of current volunteers, but also members of the core team who might have capacity to serve as a leader in a needed area, even if it would be a new role for them.

Helping the Team Thrive

Serving on the core team requires a great investment from your volunteers. Especially in portable locations, creating effective solutions for volunteers who set up and tear down every Sunday is essential to the long-term success of the campus.

Portable Church has found these five best practices set campus launch teams up to thrive:

- 1. Set Clear Expectations and Goals**

How will you share as many details as necessary about the tasks that you assign to your volunteers? What is your system for setting expectations and evaluating follow-through?

- 2. Establish Clear Structure and Processes**

Who will serve as the volunteer foreperson who can oversee the whole process and ensure that your church's standards of excellence are met each week?

- 3. Invest in Training and Resources**

How will you provide training? Regular training helps volunteers feel valued and helps fight church volunteer burnout.

- 4. Show Appreciation Early—and Often**

Assign a champion to own volunteer appreciation and make sure it doesn't become an afterthought a few months into the launch.

- 5. Get the Right Equipment**

Have you selected equipment that can easily be loaded, moved around and unloaded by your volunteers every week? A well-designed system helps prevent volunteer burnout.

CHECKLIST

This checklist will help you think through the essential components of equipping a campus launch team.

Building the Team

- Assign an owner and plan strategies to gauge interest in joining the core team for the new campus (mailer, interest meetings, email campaign, etc).
- Determine how you will ask for core team commitments and a communication plan following commitment to keep the team informed.
- Determine how many staff roles you will hire in addition to the campus pastor, whether full-time or part-time, and start search internally or externally.
- Determine how many volunteers you will need (36% of core launch team) and prioritize roles.
- Determine how many volunteer leaders you will need and prioritize roles.
- Recruit volunteers and leaders from the core team.

Helping the Team Thrive

Clear Expectations

- Clearly define expectations and measures of success for each volunteer role at the campus.
- Identify who will be responsible for communicating expectations, measuring results, and celebrating wins in each area.

Clear Structure & Processes

- Document an organizational chart for the campus staff and volunteer leaders.
- Define your training plan for all new volunteers for each area.
- For portable campus launches, identify set-up and tear-down processes and team structures.
- Read the free eBook, [Set-Up Process & Team Structures](#), for more support.

Invest in Training & Resources

- Establish your budget and schedule for offering ongoing training to volunteers in key areas.
- Determine what resources from the sending campus need to be made available at the new campus, and whether or not new training and resources need to be obtained. (e.g. If the new campus leverages new technology for video message delivery, what resources will your tech volunteer team need to access support and continued learning?)

Show Appreciation

- Define a volunteer appreciation plan specific for the campus launch team. Include strategies to show appreciation in small ways weekly, as well as with a bigger initiative at least once a year. (e.g. Many portable churches offer morning breakfast and prayer time for their set-up team, or a special gathering before church to encourage, teach and highlight things going on.)
- Define your budget for celebrating teams. If it's not planned for, it won't be executed well.

Get the Right Equipment

Key questions to ask when evaluating equipment and systems for a new campus launch:

- Can the equipment be learned by a new volunteer within a day?
- Does the equipment allow for fewer but more efficient volunteers? (Fewer volunteers needed creates the ability for more teams to alternate each week, leading to less burnout.)
- Is the system intuitive to the average person?
- Has the gear been chosen for a specific person and their skillset, or more general so that others can step in when/if ever needed?
- Have you consulted a professional in the field (whether portable or permanent install) to ensure you launch strong?
- Will the system and gear enhance people's desire to give more in other areas or will it become their full time service?

ADDITIONAL RESOURCES

This guide is just a start. Leading an effective, healthy multisite church requires excellent leadership and a commitment to the strategy at all levels of your ministry. Here are a few more resources that may serve you in specific areas of your multisite journey.

1. [Set Up Process and Team Structures eBook](#)
by Portable Church Industries

This free eBook has done the hard work for you—volunteer organization and planning. These plans are user-tested and implemented by thousands of churches. As you explore your next phases of expansion, mobilize (and support) your volunteers with this guide.

2. [More Support for Healthy Volunteers Teams in Portable Venues](#)

Portable Church offers churches a free pre-consultation to help you discover potential complications of leading volunteer teams in your specific portable church situation, as well as best practices and solutions.

3. [Strategic Planning for Multisite](#)

With 40+ combined years of experiencing leading in successful multisite churches, The Unstuck Group's team understands the unique challenges that come with leading one church in multiple locations. If you found your church has some work to do after completing the Foundations portion of this guide, start a conversation to learn more about Strategic Planning for Multisite.

About The Unstuck Group

The Unstuck Group helps churches get unstuck by providing consulting and leadership coaching experiences designed to focus vision, strategy and action. Our core services include ministry health assessments, strategic planning, and staffing and structure reviews. Learn more by visiting theunstuckgroup.com.

About Portable Church Industries

The experts at Portable Church Industries have been helping churches successfully move into all kinds of venues for the last few decades. They specialize in helping churches strategize, plan, design, build, and supply everything needed to launch strong. Our portability experts and proven four-step process have assisted over 2,500 churches launch strong and thrive in rented venues over the past 23 years. Learn more at portablechurch.com.